

Public Relations 2A
DCI-IC 74-0874.

6 November 1974

MEMORANDUM FOR: D/DCI/IC

SUBJECT : Meeting with Murphy Commission Staff

1. On 25 October I met with Mr. Fisher Howe, Deputy Executive Director of the Murphy Commission, and Mr. Thomas Reckford, a staff assistant. Purpose of the meeting was to determine whether the Murphy Commission intended to examine the government's intelligence collection activities overseas including the responsiveness of that activity to national-level needs.

2. In explanation of my request I described the role of the IC Staff HUMINT component and the activities on which we were concentrating. I noted the interlocking relationship between the non-intelligence foreign affairs agencies and the intelligence community organizations; the importance of collection and reporting by the non-intelligence agencies; the collection management problems in Washington and overseas; the bureaucratic gaps between analyst/producer and collector; the "many foreign services" syndrome; and departmental versus national collection requirements. I indicated my surmise that the collection management problem the DCI faced in attempting to improve intelligence collection by and among so many agencies, with some of the most important not being intelligence organizations per se, could be similar to the basic management and organizational questions being considered by the Murphy Commission. I expressed the hope that overseas Human resources collection and collection management, as distinct from Washington-level intelligence production and utilization questions, would be included as study topics in the Commission's deliberations.

3. Mr. Howe said he was pleased that we had identified and become concerned about the intelligence collection management questions as described because the Commission had indeed identified these same issues as applying to the government's

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Subject: Meeting with Murphy Commission Staff

conduct of foreign affairs generally. He said that Washington-level and local embassy management of the foreign affairs interests of the various federal agencies was of paramount concern to the Commission. The "many foreign services" situation was one of the Commission's most difficult organizational topics. Mr. Howe expressed the Commission's receptivity to ideas and solutions for dealing with this question. As to the intelligence aspects, Mr. Howe expressed the hope that the three basic studies on intelligence now being conducted by the Commission would be sufficiently broad to lead into study of the collection and collection management questions we were raising. Mr. Howe expressed the desire to maintain contact with IC/HUMINT on these matters.

4. In our discussion of the analyst/producer-field collector gap I mentioned the recent IC/HUMINT-sponsored State airgram setting up an informal communication channel. Mr. Howe asked for a copy of the airgram and I promised to send him one.

5. Comment: Clearly the Commission has identified the same management and organizational dysfunctions in the overall conduct of foreign affairs as we have in intelligence collection activities. If the intelligence collection aspects are to receive the consideration they deserve, however, I believe the topic must be included more specifically in the Commission's studies than is now the case. I question whether the intelligence studies now underway would lead to adequate further study, as Mr. Howe suggested, but perhaps our talk helped to move things in that direction. Given the Commission's charter and independent status it does not seem politic for us to press much more on this point just now. A suggestion is made below, however, for passage of material helpful to IC and the Commission.

6. Recommendation:

a. IC/HUMINT should stay in touch with Mr. Howe and/or Tom Reckford to monitor the extent to which national HUMINT collection management and organization receives consideration in the Commission's study.

b. The DCI should send a copy of the sanitized PFIAB HUMINT report to the Commission. There is no other single document which so clearly spells out the need for.

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"national focus" of collection activity and the attitudinal, organizational and management changes that need to be made, including the provision of cover for clandestine collection. This report would, in my view, contribute valuable concepts and stimulate the Commission constructively in working on intelligence-related topics. I did not mention the report to Mr. Howe. I request approval to draft a letter for DCI to PFIAB requesting PFIAB permission to send a copy of the report to the Murphy Commission, with access limited to a few key Commission members and staff.

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IC/CPAD/HUMINT

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